Environment Canada Environnement Canada

THE C&P INTERNATIONAL AGENDA

VISION

MANAGEMENT FRAMEWORK

STRATEGIC DIRECTIONS

Canada

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THE C&P INTERNATIONAL AGENDA

VISION

AND

STRATEGIC DIRECTIONS

Canada

THE C&P VISION STATEMENT

Preamble

Increased globalization and internationalization of environmental issues will characterize the next decade.

Considerations

Nations will adopt a posture aimed at protecting their environment from environmental threats and at achieving sustainable development.

Global environmental issues will be increasingly at the forefront, pervading diplomatic activities and cutting across other issues.

Issues, events and trends will require that nations

- increase international cooperation to deal with environmental issues;
- shift their environmental focus to a "shared management approach" of the global commons and the implementation of sustainable development;
- increase their support for multilateral programs, accords and initiatives sponsored by existing institutions such as UNEP.

While a privileged country, Canada is, nevertheless, subject to world economic disruptions and environmental deterioration. Canada/U.S. relations will continue to dominate bilateral relations.

As with economic and sovereignty issues, Canada will need to adopt a pro-active environmental diplomacy to ensure adequate protection in the environmental field. A greater emphasis in Canada's international efforts and diplomacy will have to be directed toward

- protecting Canada from environmental threats;
- promoting the establishment of binding international agreements and accords which can best minimize external environmental threats;
- contributing to the international efforts to solve international issues and manage the "global commons" and the natural resources through the application of sustainable development practices.

Vision

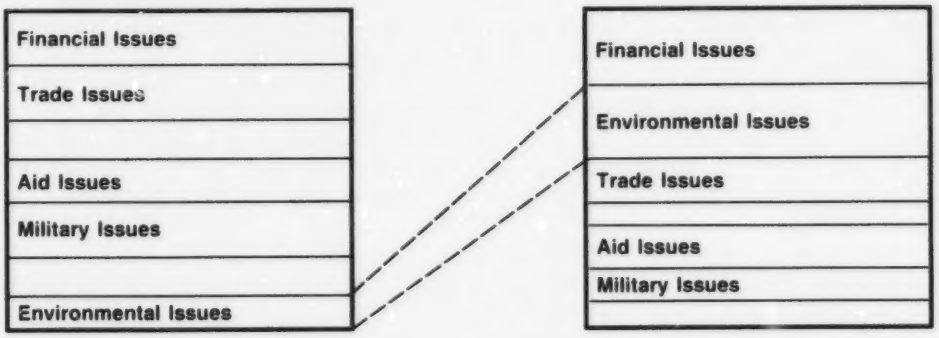
Canada must exibit leadership to become a senior partner in assisting to resolve international environmental issues which are seen now as world issues.

In concert with External Affairs, DOE will be the **principal architect of Canada's environmental diplomacy** with the objectives of implementing sustainable development, building a secure environment and supporting the vision of Canada becoming a key partner in managing world and environmental issues.

DOE, from being on call and on stand-by at the "diplomatic table", will have to become the principal voice for Canada on international environmental matters and thereby emerge as a major player at an expanded "diplomatic table" and, in Cabinet, through the Environment Committee.

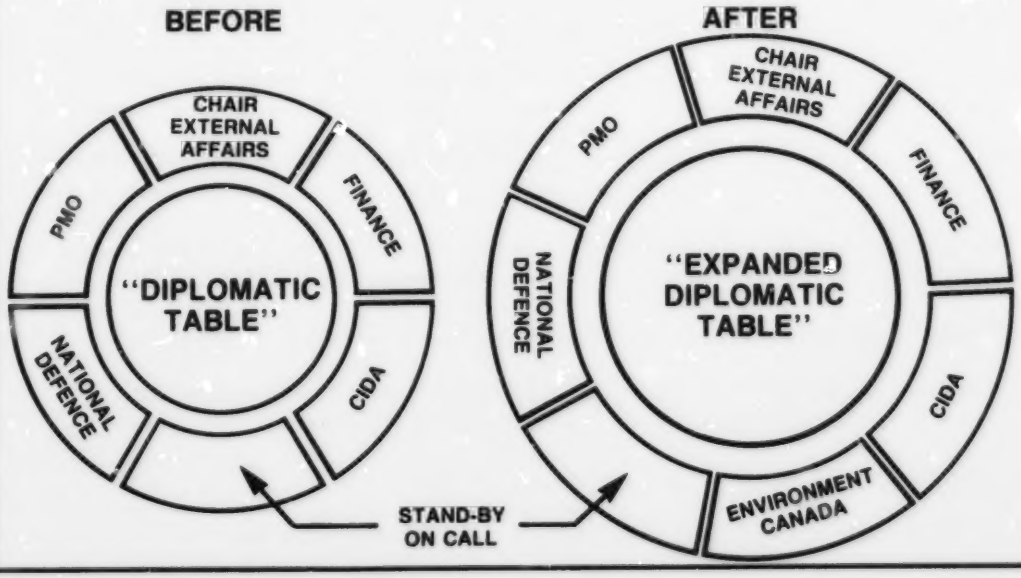
CANADA VISION

BECOMING A SENIOR PARTNER IN MANAGING WORLD ISSUES



C & P VISION

DOE BECOMING THE ARCHITECT OF CANADIAN ENVIRONMENTAL DIPLOMACY



THE C&P STRATEGIC DIRECTIONS

The Strategies

Environmental Focus

To promote sustainable development and support actions implementing the Brundtland Report.

To aim at improving the international protection framework.

To finalize the implementation of exemplary domestic environmental policies, in particular CEPA, NAWMP and water legislation, and to promote the key ones, such as SOE, NOx(critical load), in other countries.

Domestic and Departmental Approach

To maintain the EQPF policy directions of ensuring the adoption of an **effective partnership approach** in C&P initiatives and activities within the Department and with ODGs, the provinces, ENGOs and industries.

Research and Sciences

To improve the sharing of research results and ensure that the research efforts are influenced by the challenges of the international agenda.

Communications/Education

To develop communications and education initiatives to promote Canada's position and achievements on all key issues.

Networking

To strengthen C&P networking capabilities vis-a-vis international institutions, international NGOs and scientific organisations.

The Directions

For the planning period, C&P international activities will be articulated in a **C&P Corporate International Agenda** integrating a series of business plans developed for a set of specific issues. The C&P Agenda will

- centre on program areas and fields of expertise where C&P has received specific mandates or has distinct scientific advantages;
- promote the policy directions adopted in the 1986 EQPF, MEQ, CEPA, and build upon policy initiatives to promote sustainable development;
- maintain effective Canada/U.S. cooperation and, as required, at establishing appropriate bilateral agreements;
- foster the development of international treaties and accords;
- advance environmental accountability as a prerequisite to an effective implementation of sustainable development.

The Goal

The goal of C&P's international activities/agenda will be:

"A SECURE ENVIRONMENT FOR A SUSTAINABLE DEVELOPMENT"

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THE C&P INTERNATIONAL AGENDA

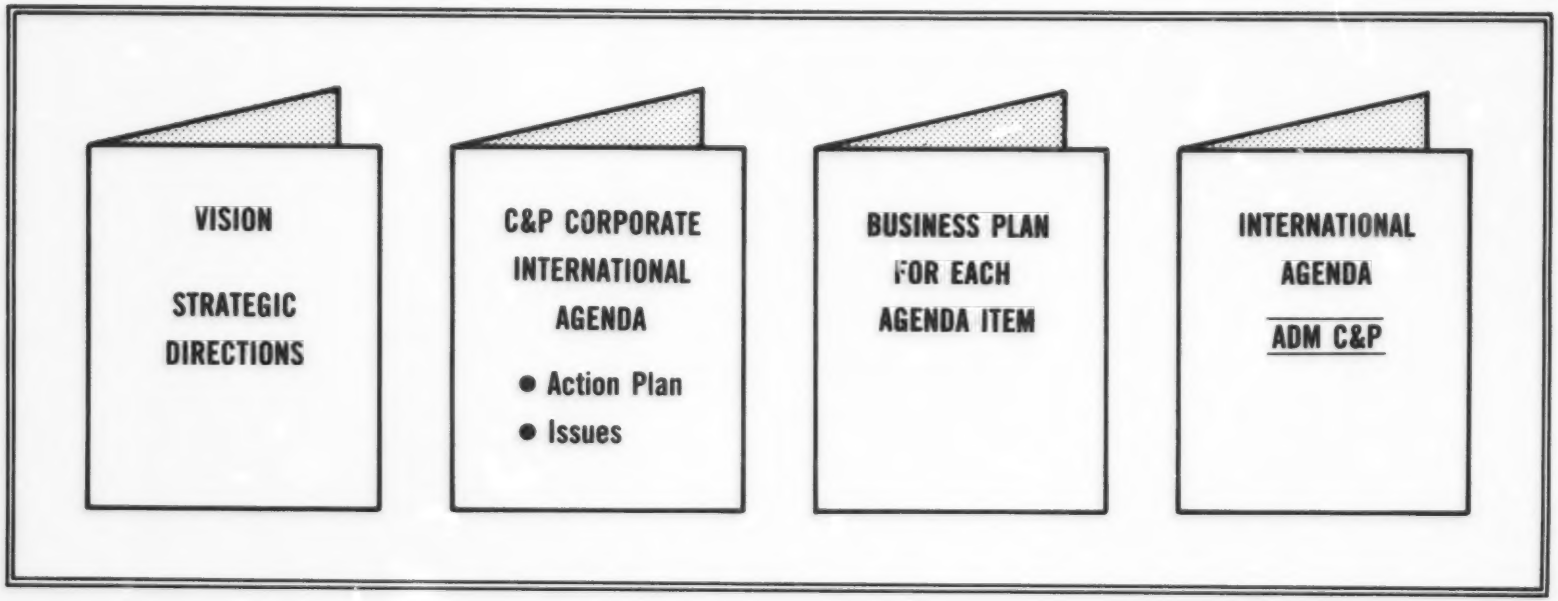
THE C&P MANAGEMENT FRAMEWORK

AND

ACCOUNTABILITY REGIME

Canada

THE C&P INTERNATIONAL FRAMEWORK



THE C&P MANAGEMENT FRAMEWORK

The management framework for the development and delivery of the C&P International Agenda can be summarized under four main blocks. The chart on the opposite page presents these blocks and provides a graphic representation.

THE ACCOUNTABILITY REGIME OF THE C&P INTERNATIONAL AGENDA

The main elements of the accountability regime are identified below. They apply to the overall international agenda. C&P activities will rest on the "business plan" and the "the manager responsible for an issue".

The Tasks

1. Accountability for agenda items
2. Coordination and overall roll-up of the agenda
3. Flow of information and liaison
4. Monitoring and roll-up of results
5. Preparation of specific financial requirements
6. Assessment of human resource needs
7. Preparation of communication plans for each issue
8. Preparation of briefing material for each major activity

THE INSTRUMENTS

1. Business plan
2. ADM International Agenda
3. Managers of agenda items
4. Overall policy and strategic coordination and liaison in C&P
5. Preparation of briefing material to undertake activities
6. Application of human resource & communication policies
7. Application of the C&P operational planning and reporting system
   - Planning the requirements (e.g., financial/hrm/communications)
   - Monitoring & roll-up of results (e.g., regular/special reports)

B U S I N E S S P L A N

FOR EACH AGENDA ITEM, A BUSINESS PLAN WILL BE PREPARED.
THE FORMAT OF THE BUSINESS PLAN WILL BE A FIVE PART "THREE PAGER".

PART A: RATIONALE

- ISSUE STATEMENT
- C&P OBJECTIVES
- C&P STRATEGY AND POLICY
- CONTRIBUTION TO AGENDA

PART B: LINKAGES

- DOMESTIC ACTIVITIES
- INTERNATIONAL EVENTS
- INTERNATIONAL FORA
- COMMUNICATIONS PLAN

PART C: REQUIREMENTS

- HUMAN RESOURCE NEEDS
- FINANCIAL NEEDS

PART D: OPPORTUNITIES

- MINISTER
- DEPARTMENT

PART E :RESULTS & MILESTONES

M E M B E R S O F C & P M A N A G E M E N T B O A R D

MEMBERS OF C&P MANAGEMENT BOARD ARE ASSIGNED RESPONSIBILITY FOR AGENDA ITEMS. THE MANAGEMENT OF AN ITEM COULD COMPRISE THESE RESPONSIBILITIES:

-OVERSEE THE PREPARATION OF THE BUSINESS PLANS

-AS NEEDED, ACT AS SPOKESPERSON AND REPRESENT C&P AND DEPARTMENT

-ENSURE OVERALL COORDINATION IN C&P AND THE IMPLEMENTATION OF A PARTNERSHIP APPROACH TO THE MANAGEMENT OF AN ISSUE

-OVERSEE THE PREPARATION OF BRIEFING AND REPORTS

-ADVISING C&P BOARD, ADM AND OTHER FEDERAL & DOE OFFICIALS

C O O R D I N A T I O N & L I A I S O N

THE POLICY BRANCH WILL PROVIDE LOGISTIC AND POLICY SUPPORT BY ENSURING:

-AGENDA ROLL-UP
-LIAISON WITHIN AND OUTSIDE C&P
-FLOW OF INFORMATION
-POLICY & STRATEGIC ADVICE

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THE C&P INTERNATIONAL AGENDA

THE ISSUES TO BE ADDRESSED BY THE C&P INTERNATIONAL ACTIVITIES

AND

THE LINKAGES OF THE INTERNATIONAL AGENDA

Canada

CONSERVATION & PROTECTION

THE INTERNATIONAL AGENDA LINKAGES

The C&P International Agenda can be linked to C&P activities through the Results-Definition Model and the Long-Term Operational Plans (LTOPs). The C&P International Agenda is also linked to Departmental activities. From the perspective of international activities, fora and issues, the C&P International Agenda can be considered as a set of business plans.

The Results-Definition Model and the LTOPs/Work Plans

The C&P International Agenda is one of the inputs to the planning process. It takes into account the Results-Definition Model through the development of LTOPs and the ADM/C&P Priority Memorandum which calls for international activities.

The LTOPs and the Work Plans, which must be consistent with the Programs, the Activity Structure and the Model, will capture the international activities.

An annual review and update of the international activities will be carried out through the LTOPs. Similarly, their results will be reported through the Mid-Year and Year-End Reports.

The C&P International Agenda and Departmental Activities

The C&P Agenda will be consistent with the DOE international activities. It will support DOE's work on a wide range of international issues and Environment Canada's participation in many international fora. These efforts should ensure that C&P and the Department

- strive toward the Vision,
- achieve the objective of becoming the principal architect of Canada's environmental diplomacy,
- become the principal advisor to External Affairs Canada on international environmental matters,
- implement the strategic directions.

The C&P International Agenda as a Set of Business Plans

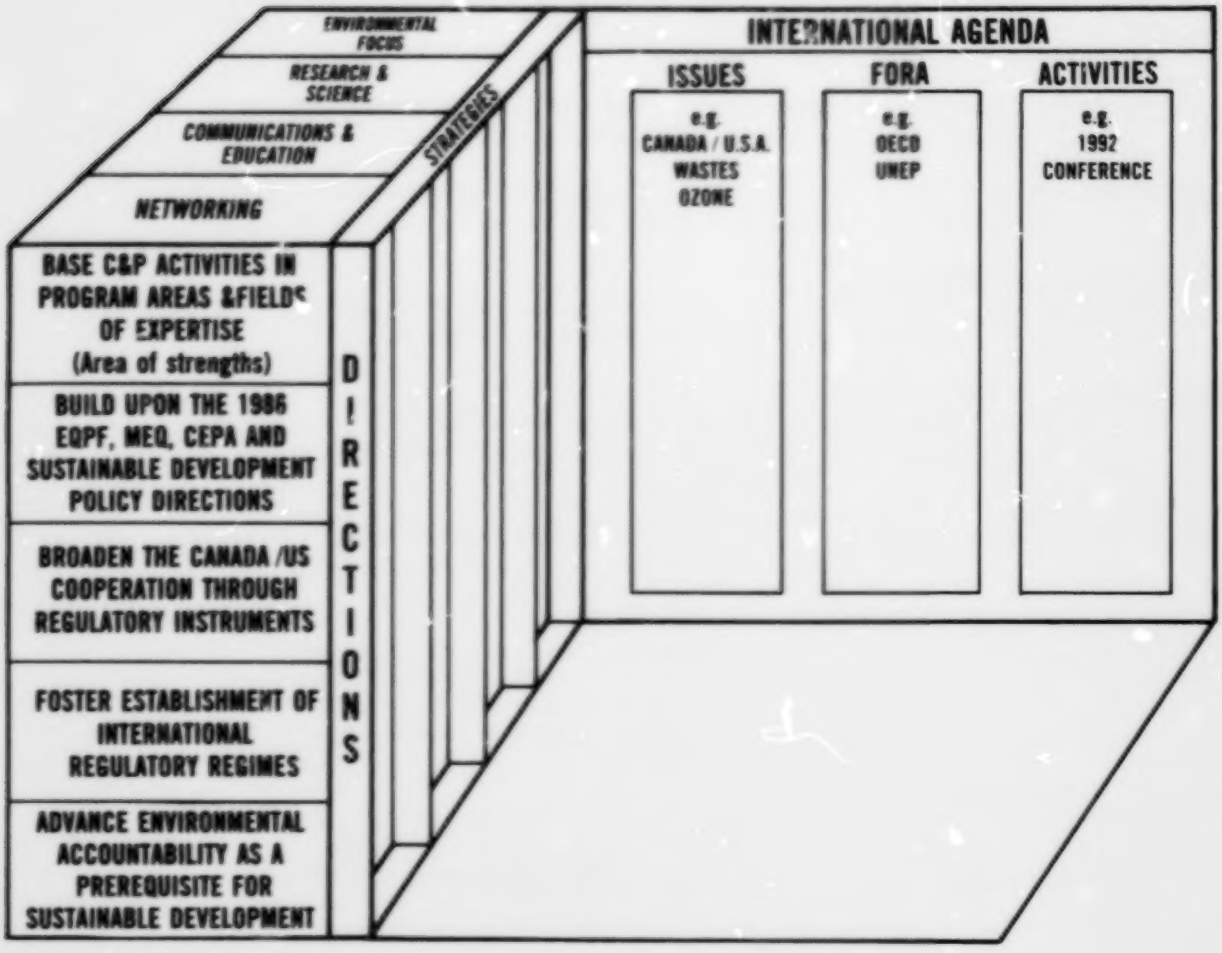
To articulate the C&P International Agenda at the Service level, key issues to be dealt with have to be selected and ranked by priority. Similarly, fora in which to pursue objectives have to be decided upon. The issues and the fora determine the types of international activities.

A Business Plan is prepared for each issue and an Overview is produced for each key forum. An Action Plan for the ADM C&P is developed. An annual review of the Business Plans and Overviews ensure that they are current.

The Business Plans, the Overviews and the ADM's Action Plan are combined to form the C&P International Agenda.

The chart on the opposite page summarizes the expectations and process.

THE C&P STRATEGIC DIRECTIONS


ENVIRONMENTAL FOCUS
RESEARCH & SCIENCE
COMMUNICATIONS & EDUCATION
NETWORKING
STRATEGIES
INTERNATIONAL AGENDA
ISSUES
FORA
ACTIVITIES
e.g. CANADA / U.S.A. WASTES OZONE
e.g. OECD UNEP
e.g. 1992 CONFERENCE
BASE C&P ACTIVITIES IN PROGRAM AREAS &FIELDS OF EXPERTISE (Area of strengths)
BUILD UPON THE 1986 EQPF, MEQ, CEPA AND SUSTAINABLE DEVELOPMENT POLICY DIRECTIONS
BROADEN THE CANADA /US COOPERATION THROUGH REGULATORY INSTRUMENTS
FOSTER ESTABLISHMENT OF INTERNATIONAL REGULATORY REGIMES
ADVANCE ENVIRONMENTAL ACCOUNTABILITY AS A PREREQUISITE FOR SUSTAINABLE DEVELOPMENT
DIRECTIONS

The Table below presents a selected set of issues to be addressed by the C&P International Agenda and proposes a strategic positioning for each of them.

The selected set of issues presented below represents the major thrusts of activities. They were selected primarily because, during the planning period, they will require more management direction or because they are rapidly evolving or are emerging international issues.

SELECTED ISSUES TO BE ADDRESSED BY THE C&P INTERNATIONAL AGENDA

AGENDA ITEM/ISSUE	STRATEGIC POSITIONING
ENVIRONMENTAL ACCOUNTABILITY	
SOE Reporting	Improve/market Cdn approach
Environmental Assessment	Networking and Leadership
ENVIRONMENTAL LINKAGES	
Sustainable Development	Demonstration/Leadership
Environment/Energy	Policy analysis/Networking
GLOBAL COMMONS	
Climate	Promote Canada's position
Marine	Promote MEQF/articulate policy
POLLUTION CONTROLS	
Management of Wastes	Advance international agreement
Accidents/Hazardous Chemicals	Advance international framework
Management of Chemicals	Advance life-cycle approach
Management of Air Pollution	Promote Canada's Leardership
RESOURCE MANAGEMENT	
Wildlife	Leadership/Continental Management
Water/Water systems	Pricing/ground water/Science
Northern Ecosystem	Leadership/Circumpolar Conference
SUMMITS	
Francophonie Summit	Support PM/Build the network
Commonwealth Summit	Support PM/Build the network
Pacific Rim	Build the network
BILATERAL REALATIONS	
U.S. Bilateral Relations	Broaden the basis of cooperation
KEY FORA	
OECD	Improve Canada influence
UNEP	Promote sustainable development
ECE	Broaden participation/credibility

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THE C&P INTERNATIONAL AGENDA

BUSINESS PLAN

Canada

C&P INTERNATIONAL AGENDA

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SECTION A

R A T I O N A L E

ISSUE STATEMENT

C&P OBJECTIVES

C&P STRATEGY & POLICY

CONTRIBUTION TO AGENDA

SECTION B

L I N K A G E S

DOMESTIC ACTIVITIES

INTERNATIONAL EVENTS

INTERNATIONAL FORA

COMMUNICATIONS PLAN

SECTION C

R E Q U I R E M E N T S

FINANCIAL

HUMAN RESOURCES

SECTION D

O P P O R T U N I T I E S

MINISTER

DEPARTMENT

SECTION E

R E S U L T S & M I L E S T O N E S

RESULTS

C&P MILESTONES

SECTION F

ACCOUNTABLE MANAGER & LIAISON